

STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

Improving diversity will help us advance our long term strategic objectives by bringing new ideas and experiences to the table. Our staff are very diverse and we have a balanced workforce except in the area of persons with disabilities. We are working on this goal by using Passageway to help us fill positions. They are a transitional employment group that helps persons with mental/physical disabilities find work by job mentoring. This has been very successful for us.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008 When we have a vacancy that goes open to the public we usually post it on Brass Ring, our website and Career Builder. We also have an affirmative action e-

mail list we send the notice to. This list is a group of organization that assists us in bringing in person with diverse backgrounds and persons with disabilities.

FY 2009 We plan on continuing the same as in 2008.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008 Our Executive Director, Bret Mills approves all hiring. Our Operations Director Steve Harvey oversees HR and sees that the plans are carried out. Our HR Manager, Christine Wetzler carries out the plans.

FY 2009 Same as 2008.

The name and contact information of a primary recruitment contact for usage by DAS is:

HR Manager, Christine Wetzler 725-4966 christine.wetzler@iowa.gov

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

0

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

None

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

None

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

na

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

None

List the barriers that have been identified in recruitment of the protected classes:

na

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

na

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

None

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

None

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
Internet Job Postings	Yes	0	Yes	0
Resume Search Products	No	na	No	na
Standard News Print	No	na	No	na
Specialty Trade Journals	No	na	Yes	na
Radio	No	na	No	na
TV	No	na	No	na
Open House	No	na	No	na
Search Firms	No	na	No	na
Temporary Staffing	No	na	No	na

Other (please list):

None

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

Brass Ring works well to bring in State Employees and Career Builders brings in applicants from the whole State of Iowa and the Midwest. Our website works well to bring in those who are familiar with IFA and who want to work for us.

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

None

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

We use interns very successfully in our Title Guaranty Division. We use the Drake Law School job posting system.

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

No

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

We keep resumes for two years and we forward to our hiring managers when acceptable. We don't share resumes with other agencies.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

None

For FY 2009, provide a timetable for those activities you plan to implement:

na

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

Receptionist

List the issues you have identified that contribute to the turnover in these classes:

Low pay, boring job and since level entry sometimes promotion creates a vacancy.

Check the methods you use to identify turnover factors (check all that apply):

☐ Exit interviews

Describe how these are conducted:

Text Box

☐ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

Text Box

☐ Management team meetings/exercises

Describe how these are conducted:

Text Box

☐ *Other methods (please describe):*

Text Box

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

Affordable housing and water quality are two highly specialized areas of expertise involving complicated financing mechanisms and a high degree of federal regulation and oversight. It is the lack of technical knowledge in finance or programs that would most commonly preclude someone from consideration for a promotion.

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

Please refer to above answer.

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :

Experience in field or job and lack of leadership ability and technical knowledge.

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

These barriers are the same.

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

We don't measure.

Identify what topics you address:

- ☐ *Understanding of the organization's vision and mission*
- ☐ *Managerial approachability and style*
- ☐ *Job satisfaction*
- ☐ *Cultural inclusion*
- ☐ *Flow of and access to information*
- ☐ *Career progression awareness*
- ☐ *Work/life balance*
- ☐ *Other - Text Box*

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

Good ☐ *Needing Improvement* **X Unknown**

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

We use our intranet, internet and employee handbook.

Describe any changes you plan to make around employee engagement in FY 2009:

None

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

☐ *Orientation and On-boarding:*

Text Box

☐ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

Text Box

☐ *Workplace accessibility (visual, physical):*

Text Box

☐ *Mentoring:*

Text Box

☐ *Awards and Recognition:*

Text Box

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

We have on going diversity training by using Passageways to fill our clerical positions. Our staff work daily with employees from Passageways who are mentally and physically disabled and this is a continuing training opportunity to work with them. Staff have shown how welcoming, patient and caring that they can be. The Passageways employees learn important skills that they can take with them to secure future employment. They also become more confident.

Provide information about diversity-related training planned for FY 2009 in the text box.

Same as 2008, we think we are right on track. We have a balanced workforce and a very diverse staff.

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

Having a diverse workforce has brought in ideas and experiences that have made us successful every day.

Describe how your managers and supervisors will be involved in diversity.

Our managers are the role model for our staff. They encourage diversity and are supportive in all experiences and ideas.

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.

We plan on continuing the support from our managers and the example they set in their daily actions. We will continue the diversity training that we receive daily from using the Passageways transitional employment in working with employees who are mentally and physically disabled.